

Review of High Use Non-MC311 County Phone Numbers

April 1, 2011

CountyStat Principles

- **Require Data Driven Performance**
- **Promote Strategic Governance**
- **Increase Government Transparency**
- **Foster a Culture of Accountability**



Meeting Goal

- **Review call volume for non-MC311 County phone numbers to understand the breadth of non-MC311 call volume and to identify potential opportunities for better service to residents.**
 - Three years ago, when decisions about which lines would be transferred to 311, the workforce and budget were very different.
 - Given these changes, an ongoing review of phone lines is necessary.
 - As the public becomes more aware of 311, more people will directly dial 311 to interact with the County.
 - In order to ensure consistency in messaging, it is important to understand through which avenues the public is currently reaching the government.



Agenda

- **Initial Process to Include Phone Number in MC311**
 - Results: Lines moved to MC311
- **MC311 Data Overview**
 - Review of Benchmark Comparison to Other 311 Operations
 - Customer Service Center Call Volume Since Official Launch
- **Analysis of Call Volume – Non MC311 Phone Numbers**
 - Methodology
 - Overview of Data Set
 - Findings
- **Drilldown into Most Called Non MC311 Numbers**
 - Opportunities to Transfer Calls to MC311
- **MC311 Reflections**
 - MC311's Future Plans to Evaluate and Transfer Additional Numbers
- **CountyStat Recommendations**



Initial Process to Include Phone Number in MC311

The goal of MC311 is to improve accountability, responsiveness and efficiency of County government by providing a single point of contact for residents to seek out County services.

- **37 Departments, Offices, Boards and Commissions participated in Phase 1 Deployment**
- **A memo was sent to every department director to determine what numbers and email addresses were to be directed to MC311**
 - For departments other than those identified as “core,” the effort was voluntary.
- **Departmental MOU**
 - Departments signed a Memorandum of Understanding which outlined if their numbers were being transferred to MC311
- **Anticipated Call Volume**
 - Before MC311: Countywide annual statistics collected in anticipation of MC311 implementation estimated ~1,409,200 calls (of all types)
 - After MC311 implementation: Call volume was projected to be about 550,000 to 600,000 calls. Since launch, MC311 have taken 445,389 calls.



Source: MC311 Objectives and Consolidation Effort document, September 2009,
MC311 Office

Phone lines currently re-directed to MC311 (1 of 2)

At present, 41 phone lines in 15 departments are re-directed to MC311

*Departments that don't view Service Request Tickets or use Siebel.
Highlighted numbers have MC311 as an option on a Department interactive voice response (IVR).

Department	Re-directed Phone Numbers
Community Use of Public Facilities	7-2706 Main Line
*Corrections & Rehabilitation	7-9975 Main Number
County Executive	7-2500 Main Number
	7-1000 County Information & Referral/Directory
Environmental Protection	7-6400 Solid Waste Services Main Number
	7-6410 SWS/Trash/Recycle/Resident Info
	7-7788 Storm Water Maintenance
	7-3867 EPA Dumping
	7-7700 Main number DEP
	7-7770 Policy & Compliance
Finance	7-8950 Real & Property Tax
	7-8930 Treasury Division (Option #5)
Fire & Rescue Services	7-2400 Main Line
	7-2441 Fire Marshal
	7-2476 Life Safety & Public Education
Health & Human Services	7-1245 Information & Referral
	7-4200 Public Health Information Line
	7-3120 Service Eligibility Unit Rockville (Option #1)
	7-3066 Service Eligibility Unit Silver Spring (Option #1)
	7-3591 Service Eligibility Unit Germantown (Option #1)



Phone lines currently re-directed to MC311 (2 of 2)

Department	Re-directed Phone Numbers
Housing & Community Affairs	7-3600 Main Department Number
	7-3785 Housing Code Enforcement
	7-3609 Landlord & Tenant Affairs
	7-3799 Licensing & Registration
Human Resources	7-5000 Main Line
Permitting Services	7-6300 Main Number
	7-6200 Div of Building Construction Administration
	7-6350 Land Development Division
	7-6360 Director's Main Line
*Police	3-5000 Headquarters/Chief Main Line
Public Information	7-6530 Main Line
Eastern Montgomery RSC	7-8400 Main Number
Mid County RSC	7-8100 Main Number
Up County RSC	7-8000 Main Number
Technology Services	3-2288 Cable
Transportation	7-6000 Public Works Operations (Highway/Parking/Traffic)
	7-7433 (7-RIDE)
	7-2227 (7-CABS)
	7-2625 Taxicab Hotline
	7-5824 Bus Shelter and Stop issues
	7-5870 Accessible Ride-On

Source: MC311 Office



311 System Benchmark Comparison: Public Technology Institute (PTI) Citizen-Engaged Communities

Jurisdiction	Population Category	Phone Number Type	Staffing Complement	2009 Call Volume	Operating Hours	Initial Launch
Miami-Dade County, FL	301,001 or more	Central 311; seven-digit number	More than 41 full time call representatives and 6-10 full-time supervisors	2,642,968 calls	M-F 6 AM-10 PM and on Sat. 8 AM-5 PM	Jun-05
New York, NY		Central 311		18,700,000 calls	24x7x365	Mar-03
Philadelphia, PA		Central 311; seven-digit number		1,200,000 calls	M-F 8 AM-8 PM and Sat. 9 AM-5 PM	Dec-08
San Francisco, CA		Central 311; special cell number		3,090,133 calls	24x7x365	Feb-07
Montgomery County, MD		Central 311; seven-digit number		621,420 Calls (2010 Projected)	M-F 7:00 AM-5:00 PM	Jun-10

Compared to other jurisdictions of similar size, Montgomery County has more limited operating hours and projects to have much lower call volume.

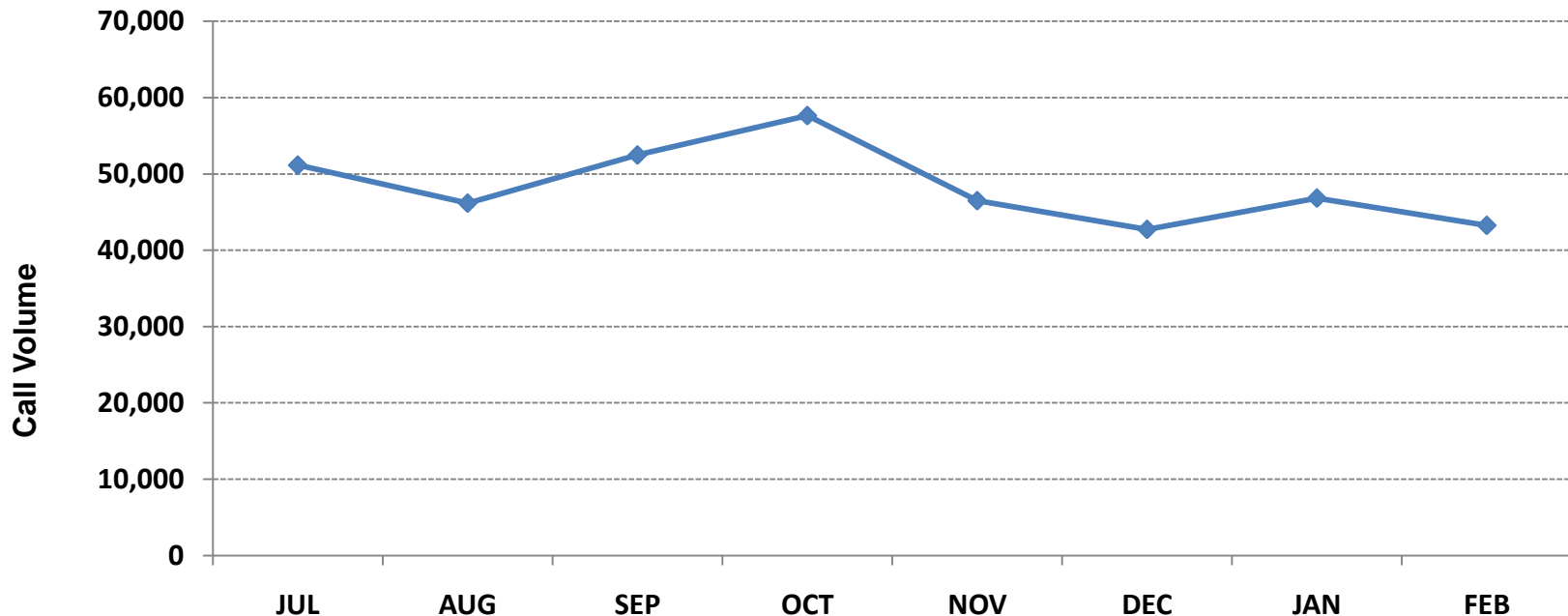


*Source: Public Technology Institute
Previously presented in 11/5/2010 CountyStat meeting*

MC311 Customer Service Center Utilization:

Customer Service Center Call Volume Since Official Launch

Since July, MC311 averaged 48,399 calls a month.



Month	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Volume	51,150	46,159	52,480	57,658	46,484	42,714	46,823	43,245
% dialed 311	36%	38%	30%	27%	34%	38%	56%	53%



Previously presented in 3/18/2011 CountyStat meeting

Analysis of Call Volume – Non MC311 Phone Numbers

Methodology

- **CountyStat received data from the Department of Technology Services on call volume for each County phone line**
 - Data is broken out by department
 - 1-month of data: December 2010
 - Number of calls; Phone line owner (i.e. staff member, info line, etc.); Total call duration; Average call duration
- **CountyStat divided Executive Branch Departments into 2 categories: Large (>50 employees) and Small (<50 employees)**
- **Data was analyzed to determine which phone lines had the highest call volume in each category**
 - CountyStat only captured data on those phone lines reporting greater than 100 calls per month in small departments and greater than 200 calls per month in large departments.



Analysis of Call Volume – Non MC311 Phone Numbers

Methodology for Departmental Grouping

Small Departments	Community Use of Public Facilities (CUPF) Consumer Protection (OCP) County Executive's Office (CEX) Economic Development (DED)	Intergovernmental Relations (IGR) Management and Budget Office (OMB) Regional Services Centers (RSCs)
Large Departments	Correction & Rehabilitation (COR) County Attorney's Office (CAT) Environmental Protection (ENV) Finance (FIN) Fire and Rescue Services (FRS) General Services (DGS) Health & Human Services (HHS) Housing and Community Affairs (HCA)	Human Resources (OHR) Liquor Control (LIQ) Permitting Services (DPS) Police (POL) Public Information (PIO) Public Libraries (LIB) Recreation (REC) Technology Services (DTS) Transportation (MCDOT)



Analysis of Call Volume – Non MC311 Phone Numbers

Total Call Volume: Small Departments

Department	Total Call Volume 12/2010
Community Use of Public Facilities (CUPF)	4,937
Consumer Protection (OCP)	3,000
County Executive's Office (CEX)	1,289
Economic Development (DED)	1,438
Intergovernmental Relations (IGR)	284
Management and Budget Office (OMB)	1,129
Regional Services Centers (5 RSCs)	2,785



Analysis of Call Volume – Non MC311 Phone Numbers

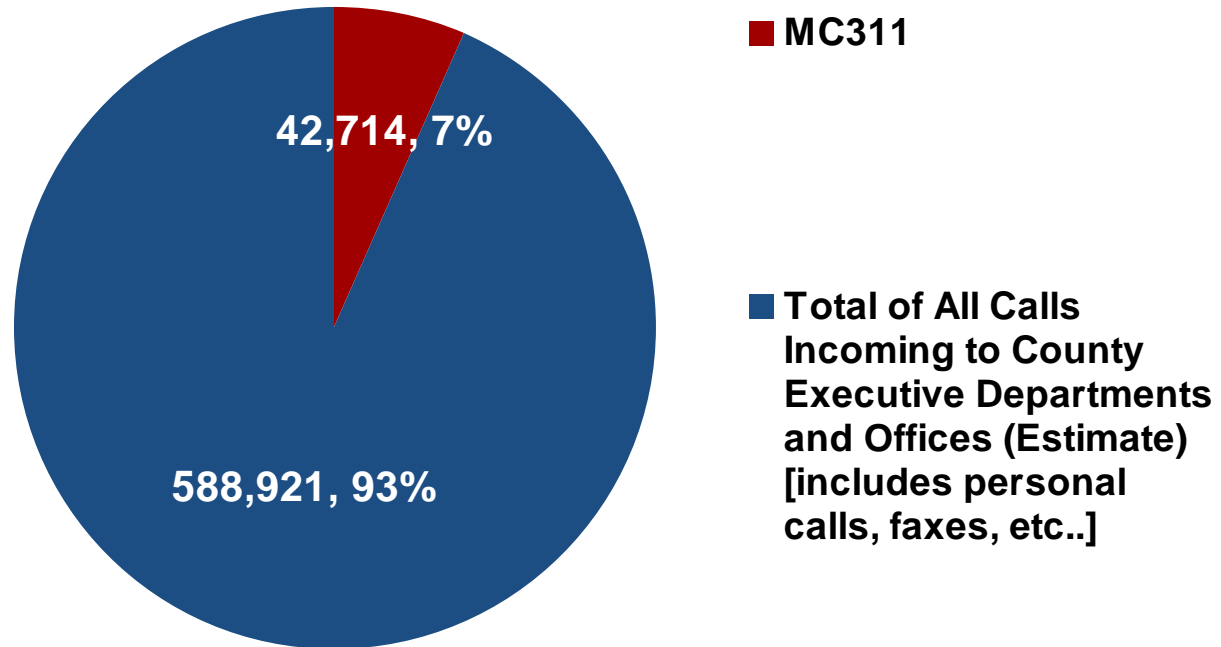
Total Call Volume: Large Departments

Department	Calls 12/2010	Department	Calls 12/2010
Correction & Rehabilitation (COR)	40,027	Liquor Control (LIQ)	25,973
County Attorney's Office (CAT)	4,342	Permitting Services (DPS)	15,569
Environmental Protection (ENV)	7,547	Police (POL)	57,763
Finance (FIN)	10,518	Public Information (PIO)	807
Fire and Rescue Services (FRS)	20,377	Public Libraries (LIB)	29,754
General Services (DGS)	13,094	Recreation (REC)	30,034
Health & Human Services (HHS)	216,655	Technology Services (DTS)	40,601
Housing and Community Affairs (HCA)	9,088	Transportation (MCDOT)	35,565
Human Resources (OHR)	10,221		



MC311 Call Volume vs. County Department Volume December 2010

County Call Volume, MC311 v. Non-MC311



In the month of December, CountyStat estimates that 93% of the County's non-emergency incoming calls went to non-MC311 phones.



Note: This chart totals all incoming calls to County departments in December 2010 and compares them to MC311 call center call volume for the same month.

Analysis of Call Volume – Non MC311 Phone Numbers

Phone Lines by Call Volume

Large Departments (Only Lines >200 calls)

Call Volume Range	Number of Phone Lines
200-399	184
300-499	160
500-699	69
700-899	29
900-999	4
1,000-1,999	28
2,000-2,999	11
3,000-3,999	6
>4,000	7

Small Departments (Only Lines >100 calls)

Call Volume Range	Number of Phone Lines
100-199	41
200-299	8
300-399	4
>400	5

For large departments, CountyStat captured data on all phone lines with call volume greater than 200 calls in December. For small departments, data was captured on all phone lines greater than 100 calls.



Analysis of Call Volume – Non MC311 Phone Numbers

Findings – Highest Call Volume: Large Departments (1 of 2)

Department	Phone Line	Call Volume	Rank
Health & Human Services (HHS)	HHS Fax, 74169 *	10,921	1
Transportation (MCDOT)	Touch Tone Ride On Info 7- 7433 <i>(Now Routed to MC311)</i>	9,818	2
Police (POL)	Animal Humane Society	7,186	3
Public Libraries (LIB)	LIB Renewal Line	5,689	4
Police (POL)	Field Services Bureau - Wheaton District	4,351	5
Police (POL)	Internal Affairs Division	4,101	6
Police (POL)	Germantown Police	3,549	7
Police (POL)	Field Services Bureau Rockville ID (1)	3,454	8
Health & Human Services (HHS)	Crisis Center Ops Total	3,392	9
Transportation (MCDOT)	Gaithersburg-Ride On	3,364	10
Police (POL)	Management Services Bureau - Animal Services Division	3,215	11
Police (POL)	Family Services Division	2,814	12
Police (POL)	6th Dist Sub Germantown	2,763	13
Permitting Services (DPS)	DPS, Permits 7-6210	2,750	14
Health & Human Services (HHS)	Income Support, 7-3420	2,622	15

*HHS is investigating this line further



Data Source: DTS

Analysis of Call Volume – Non MC311 Phone Numbers

Findings – Highest Call Volume: Large Departments (2 of 2)

Department	Phone Line	Call Volume	Rank
Health & Human Services (HHS)	HHS, Medical Assistance, 7-3995	2,504	16
Health & Human Services (HHS)	HHS, Urinalysis, 7-3319	2,439	17
Correction & Rehabilitation (COR)	MCDC General Information Line 7-9960	2,330	18
Correction & Rehabilitation (COR)	MCDC Booking 7-9795	2,226	19
Police (POL)	Public Safety Communications Center (PSCC)	2,116	20
Police (POL)	Mgmt Svcs Records-Front Counter Credit Analog Line	1,994	21
Recreation (REC)	Aquatic Center – Main Number 7-8070	1,984	22
Correction & Rehabilitation (COR)	Main Control	1,972	23
Police (POL)	Management Services Bureau - Records	1,964	24
Transportation (MCDOT)	Nicholson Court, 7-5910	1,927	25
Public Libraries (LIB)	Collection Development Manager(240) 777-0052	1,816	26
Police (POL)	Major Crimes Administration	1,739	27
Correction & Rehabilitation (COR)	MCDC Records	1,638	28
Police (POL)	Media	1,533	29
Public Libraries (LIB)	GT Main public line, 7-0110	1,439	30



Analysis of Call Volume – Non MC311 Phone Numbers

Findings – Highest Call Volume: Small Departments

Department	Phone Line	Call Volume	Rank
Consumer Protection (OCP)	Front Desk Staff	860	1
Community Use of Public Facilities (CUPF)	Snow Info line CUPF Users Facilities Operations Status	672	2
Economic Development (DED)	Montgomery Works Front Desk	631	3
County Executive's Office (CEX)	Scheduler – County Executive	322	4
County Executive's Office (CEX)	SEAA	297	5
Community Use of Public Facilities (CUPF)	MCPS Facilities Scheduler	297	6
Regional Services Center: Eastern Montgomery	RSC Assistant Director	267	7
Consumer Protection (OCP)	Case Investigator (Home Improvement Expert)	258	8
Regional Services Center: Eastern Montgomery	SEAA	223	9
Community Use of Public Facilities (CUPF)	MCPS Facilities Scheduler	217	10



Drilldown into Most Called Non MC311 Numbers

- **Based on our findings, CountyStat did additional research into the most called phone lines to evaluate the purpose of these phone lines (i.e. general information, service requests, internal service functions, etc.)**
 - CountyStat analyzed 15 lines
 - CountyStat recommends following up with the remainder of the high call volume lines and periodically reviewing this data
- **In addition, there were several fax lines receiving a high volume of calls in December.**
 - CountyStat recommends that the business processes around these fax numbers be reviewed to determine if other document transfer methods can be used to reduce paper use.

Call Volume: Fax lines

Department	Phone Line	Call Volume
Health & Human Services (HHS)	HHS Fax, 7-4169	10,921
Liquor Control (LIQ)	FAX Customer Service	1,151
Liquor Control (LIQ)	Fax Purchasing, 7-1953	949



Most Called Non MC311 Numbers

- **CountyStat found that several categories of phone numbers were particularly high, including fire stations, liquor stores, library branches and recreation facilities.**
 - It may warrant some additional review by department staff to determine what are the primary reasons residents call these County offices/facilities.

Category	Estimated Call Volume 12/2010
Fire Stations	7,619
Liquor Stores	9,985
Library Branches	13,133
Recreation Facilities	6,312



Overview of Police Department High Call Volume

- **Police has 8 lines in the Large Department High Volume list**
 - Animal Humane Society
 - Field Services Bureau - Wheaton District
 - Internal Affairs Division
 - Germantown Police
 - Field Services Bureau - Rockville ID (1)
 - Management Services Bureau – Animal Services Division
 - Family Services Division
 - 6th Dist Sub Germantown

- **In general, these phone numbers reach district stations and other Police facilities.**
 - CountyStat realizes that it may not be appropriate to consider shifting some of this call volume to MC311 because of the nature of the residents' concerns.



Drilldown: Police High Call Volume Analysis

Phone Number Profiles

Characteristics	Animal Humane Society 240-773-5054	Field Services Bureau - Wheaton District 240-773- 5500	Internal Affairs Division 240-773- 6000	Germantown Police 240-773- 6200
Call Volume	7,186	4,351	4,101	3,549
Phone # Purpose	Shelter information/ operations and adoptions	District information line for community	General line for IAD	District information line for community
24 Hour Access	√	√		√
Separate Line Req'd by Law				
Handles Confidential Information	√	√	√	√
Actively Monitored by Call Taker	√	√	√	√
Staffed by Contractor*	√			
Staffed by Department*		√	√	√

*These fields are not mutually exclusive. Some lines are staffed by both department and contractor staff.



Drilldown: Police High Call Volume Analysis

Phone Number Profiles

Characteristics	Field Services Bureau - Rockville ID (1) 240-773- 6070	Management Services Bureau – Animal Services Division 240-773- 5925	Family Services Division 240-773- 5400	6th Dist Sub Gaithersburg 240-773- 5700
Call Volume	3,454	3,215	2,814	2,763
Phone # Purpose	District information line for community	Emergency animal control line for animal bites, mistreatment of animals, wild life, etc.	Main line for domestic violence, runways, child abuse and other family oriented issues	District information line for community
24 Hour Access	√			√
Separate Line Req'd by Law				
Handles Confidential Information	√	√	√	√
Actively Monitored by Call Taker	√	√		√
Staffed by Contractor*				
Staffed by Department*	√	√	√	√

*These fields are not mutually exclusive. Some lines are staffed by both department and contractor staff.



Overview of Health and Human Service High Call Volume

- **HHS had 3 lines in the top 15 Large Department High Volume list**
 - Crisis Center Ops
 - Income Support
 - HHS, Medical Assistance
- **CountyStat realizes that it may not be appropriate to consider shifting some of this call volume to MC311 because of the nature of the residents' concerns.**



Drilldown: HHS High Call Volume Analysis

Phone Number Profiles

Characteristics	Crisis Center Ops 240-777- 4000	Income Support 240-777- 3420	Medical Assistance 240-777- 3995
Call Volume	3,392	2,622	2,504
Phone # Purpose	The Crisis Center is available 24 hours a day, seven days a week to assist Montgomery County residents of all ages as they work through their personal crises. Licensed mental health professionals are needed to respond to the calls.	Case managers provide benefits to eligible residents in the form of Temporary Cash Assistance (TCA), Food Stamps, Temporary Disability Assistance Program (TDAP), Refugee Cash Assistance and Medical Assistance.	Two purposes, (a) internal customers (HHS staff, our section's staff) get answers for the CARES case screenings for 3 of the 6 units in the Medicaid Eligibility Programs Section and (b) for residents to get accurate answers from experienced staff in response to their basic Medicaid questions.
24 Hour Access	√		
Separate Line Req'd by Law	√		√
Handles Confidential Information	√	√	√
Actively Monitored by Call Taker	√	√	√
Staffed by Contractor*			
Staffed by Department*	√	√	√

*These fields are not mutually exclusive. Some lines are staffed by both department and contractor staff.

Source: DHHS Directory of Services

<http://www.montgomerycountymd.gov/hhstmpl.asp?url=/content/hhs/services.asp>



Drilldown: Public Libraries High Call Volume

Phone Number: 240-777-0007
Title: Library Renewal Line
Call Volume (December): 5,689

Purpose of Phone Number:

Using a touch-tone telephone, residents can renew their library materials 24-hours a day with this automated renewal service.

Phone Number Profile

Characteristics	√
24 Hour Access	√
Separate Line Req'd by Law	
Handles Confidential Information	
Actively Monitored by Call Taker	
Staffed by Contractor*	
Staffed by Department*	√

*These fields are not mutually exclusive. Some lines are staffed by both department and contractor staff.



Drilldown: Department of Transportation High Call Volume

Phone Number: 240-777-5935
Title: Gaithersburg, Ride-On
Call Volume (December): 3,364

Purpose of Phone Number:

This is the phone line for drivers to call when sick, check scheduling, and for family members to reach drivers when on duty.

Department Comments:

This is the line for the central dispatch office of the Gaithersburg Ride-On facilities. It would primarily be County employees calling and not residents.

Phone Number Profile

Characteristics	√
24 Hour Access	√
Separate Line Req'd by Law	
Handles Confidential Information	
Actively Monitored by Call Taker	
Staffed by Contractor*	
Staffed by Department*	√

*These fields are not mutually exclusive. Some lines are staffed by both department and contractor staff.



Drilldown: Department of Permitting Services High Call Volume

Phone Number: 240-777-6210
Title: DPS IVR System
Call Volume (December): 2,750

Purpose of Phone Number:

This is the phone line for the automated DPS Interactive Voice Response (IVR) system which customers use to schedule/cancel inspection requests, get permit status, etc. via telephone (24 x 7 x 365 access).

Phone Number Profile

Characteristics	√
24 Hour Access	√
Separate Line Req'd by Law	
Handles Confidential Information	
Actively Monitored by Call Taker	
Staffed by Contractor*	
Staffed by Department*	

*These fields are not mutually exclusive. Some lines are staffed by both department and contractor staff.



Drilldown: Community Use of Public Facilities Services High Call Volume

Phone Number: 240-777- 2710

Title: Snow Info line CUPF Users Facilities Operations Status

Call Volume (December): 672

Purpose of Phone Number:

Information line for CUPF Users Facilities Operations Status

Department Comments:

Community use of facilities occurs daily between 6am and 11pm Sunday through Saturday. CUPF records the open/closed status of schools and government buildings on this phone line so that our customers can obtain current information on the closing status at any time of the day "24/7". CUPF also notifies MC311 about snow/weather building closings

Phone Number Profile

Characteristics	√
24 Hour Access	√
Separate Line Req'd by Law	
Handles Confidential Information	
Actively Monitored by Call Taker	
Staffed by Contractor*	
Staffed by Department*	

*These fields are not mutually exclusive. Some lines are staffed by both department and contractor staff.



Wrap up

- Follow-up items

